



# Council Meeting Update

## Salisbury Police Department

May 18, 2021

# Staffing as of 12/31/2019



## Overall Department Sworn Staffing (81 sworn budgeted positions + 4 sworn over hire positions)

Sworn Staff	76	89.4%
FTO Recruit	1	1.2%
BLET Recruit	5	5.9%
Conditional Offer	0	0%
Vacancies	2	*
<b>Filled Staffing %</b>	<b>83</b>	<b>97.6%</b>

\*All Budget Position filled (100%), 2 of sworn over hire positions to be filled = 2.4%

\*\* Changed as of 1/31/2020

# Staffing as of 5/14/2021



## Overall Department Sworn Staffing (83 sworn budgeted positions)

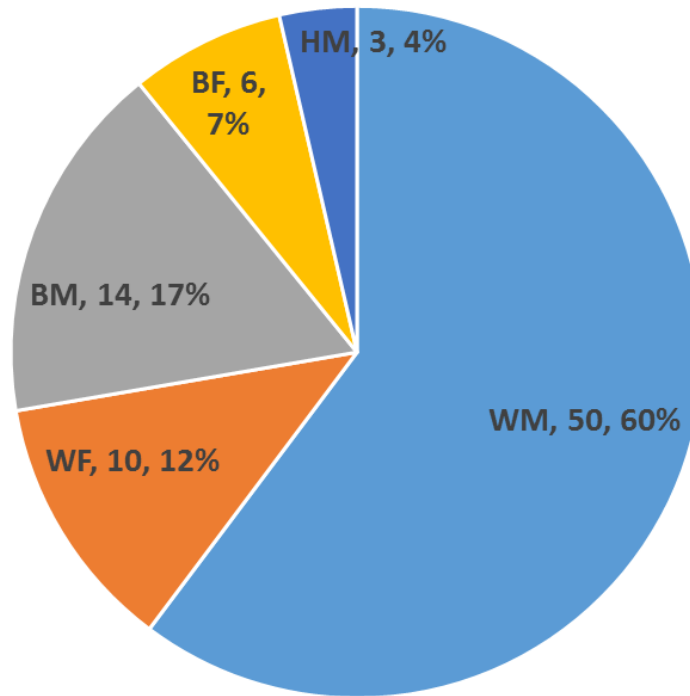
<b>Sworn Staff</b>	<b>68</b>	<b>81.9%</b>
<b>FTO Recruit</b>	<b>1</b>	<b>1.2%</b>
<b>BLET Recruit</b>	<b>3</b>	<b>3.6%</b>
<b>Conditional Offer</b>	<b>0</b>	
<b>Vacancies</b>	<b>11</b>	<b>13.2%</b>
<b>Filled Staffing %</b>	<b>72</b>	<b>86.7%</b>

**Expectation: 3 actively seeking other LE Agency positions**  
**Low number of qualified candidates in the pool**

# Staffing 2020 Report



## Current Sworn Demographics

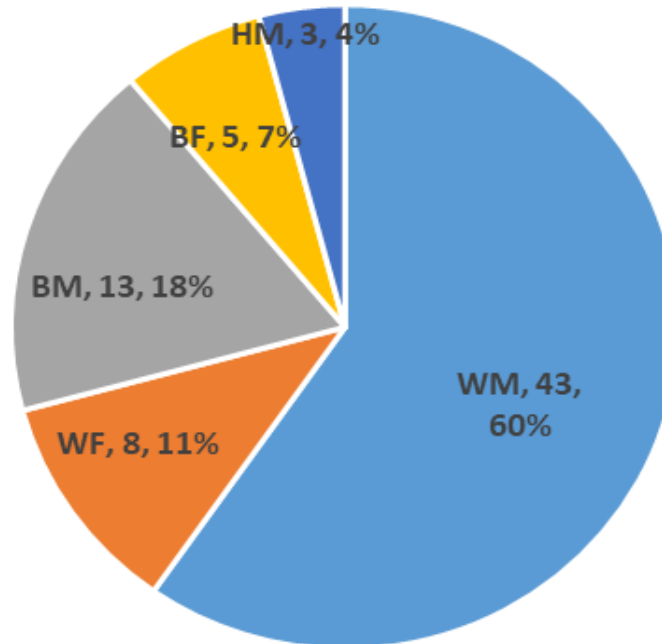


■ WM ■ WF ■ BM ■ BF ■ HM

# Staffing 2021 Report



Current Sworn Demographics

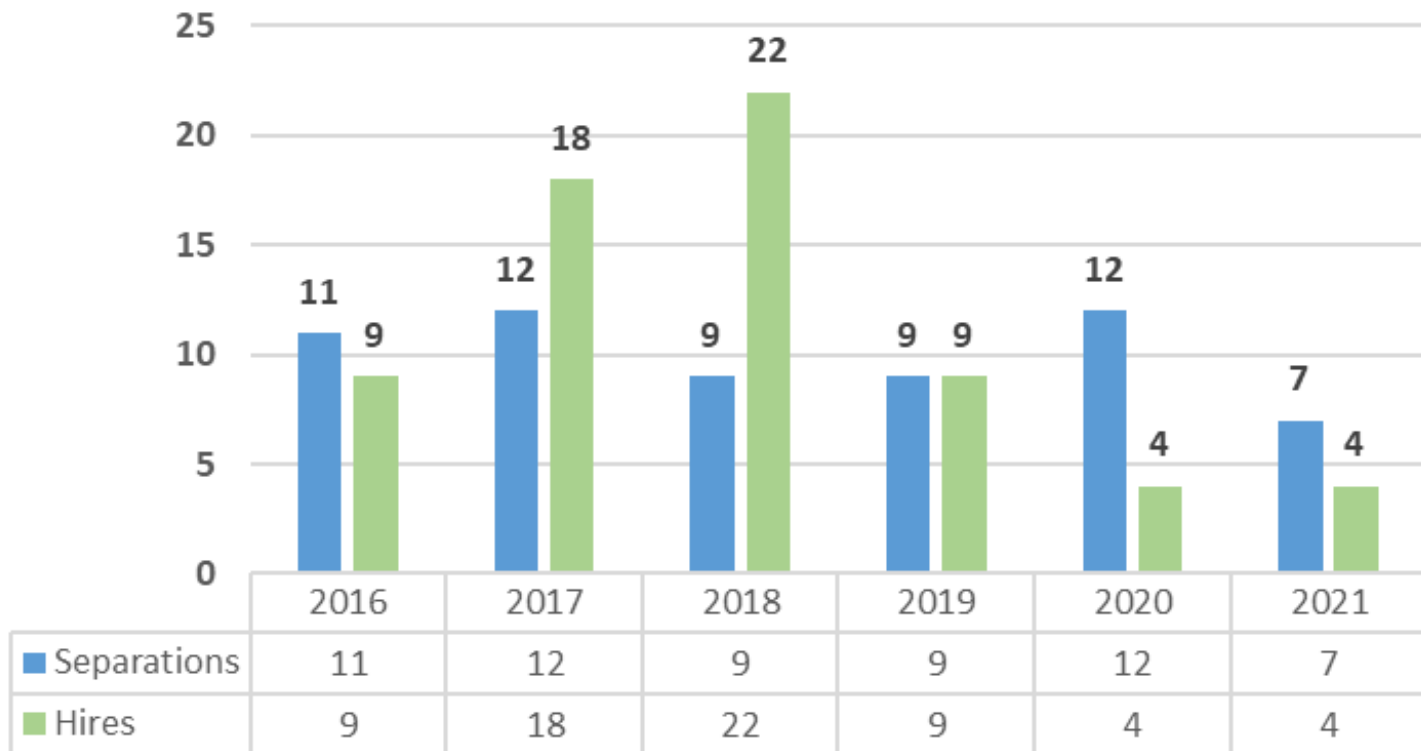


■ WM ■ WF ■ BM ■ BF ■ HM

# Staffing History Since 2016



## Seperations and Hires Since 2016



# Recruiting



2016	Total	BF	BM	WM	WF	HF	HM	IF	IM	AF	AM
Applicants	124	8	27	13	68	1	4	0	0	0	3
Hired	12	1	2	8	0	0	0	0	0	0	1
Percentage	9.7%	12.5%	7.4%	61.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%

2017	Total	BF	BM	WM	WF	HF	HM	IF	IM	AF	AM
Applications	126	14	24	60	17	1	7	1	1	0	1
Hired	16	1	2	3	8	1	0	0	1	0	0
Percentage	12.7%	7.1%	8.3%	5.0%	47.1%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%

2018	Total	BF	BM	WM	WF	HF	HM	IF	IM	AM	AF
Applications	129	6	33	15	61	5	6	1	1	0	1
Hired	20	1	5	3	10	0	0	0	0	0	1
Percentage	15.5%	16.7%	15.2%	20.0%	16.4%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%

2019	Total	BF	BM	WM	WF	HF	HM	IF	IM	AM	AF
Applications	64	5	16	11	29	2	1	0	0	0	0
Hired	8	0	2	2	2	1	1	0	0	0	0
Percentage	12.5%	0.0%	12.5%	18.2%	6.9%	50.0%	100.0%	0.0%	0.0%	0.0%	0.0%

2020	Total	BF	BM	WM	WF	HF	HM	IF	IM	AM	AF
Applications	85	11	20	38	6	2	7	0	1	0	0
Hired	4	0	0	3	0	1	0	0	0	0	0
Percentage	4.7%	0.0%	0.0%	7.9%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%

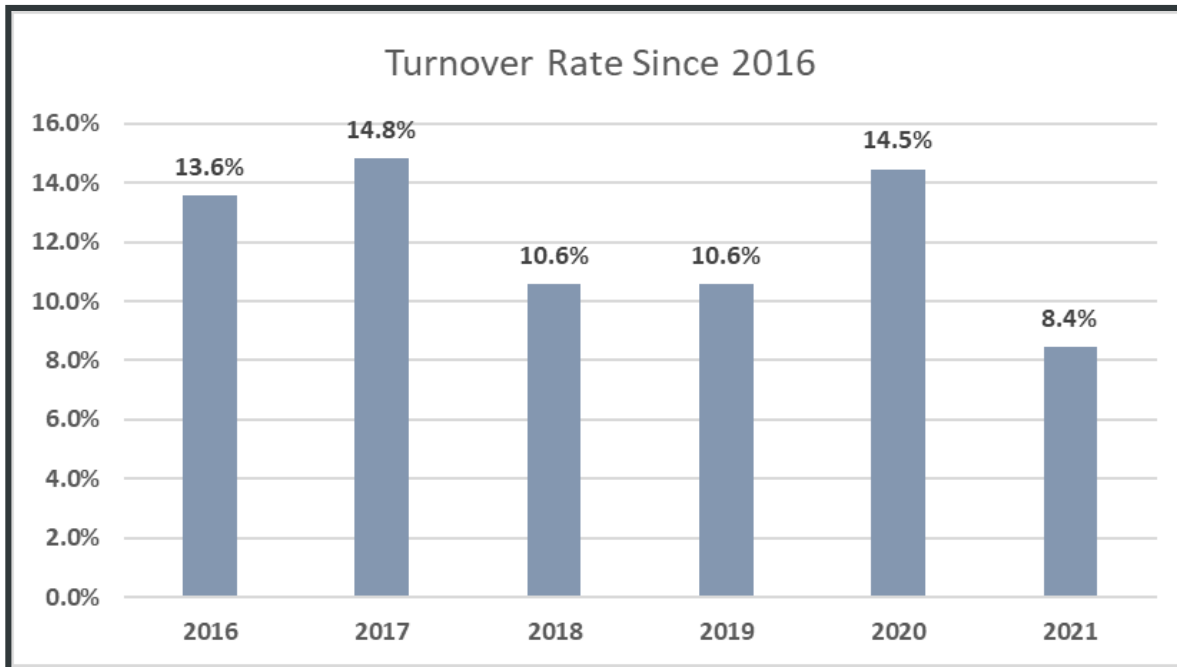
2021	Total	BF	BM	WM	WF	HF	HM	IF	IM	AM	AF	OF
Application	48	4	8	25	4	0	4	0	1	0	1	1
Hired	1	0	0	1	0	0	0	0	0	0	0	0
Percentage	2.1%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

## Current Applicants

Stage	Number
Written Test	6 on 5/21
Interview	3 on 5/14
Polygraph	2 in May
Background	1 in Progress

5/6/2021  
61 vs 66

# Staffing History Since 2016



Turnover Formula:

$\# \text{ of Separations} / \# \text{ available positions}$

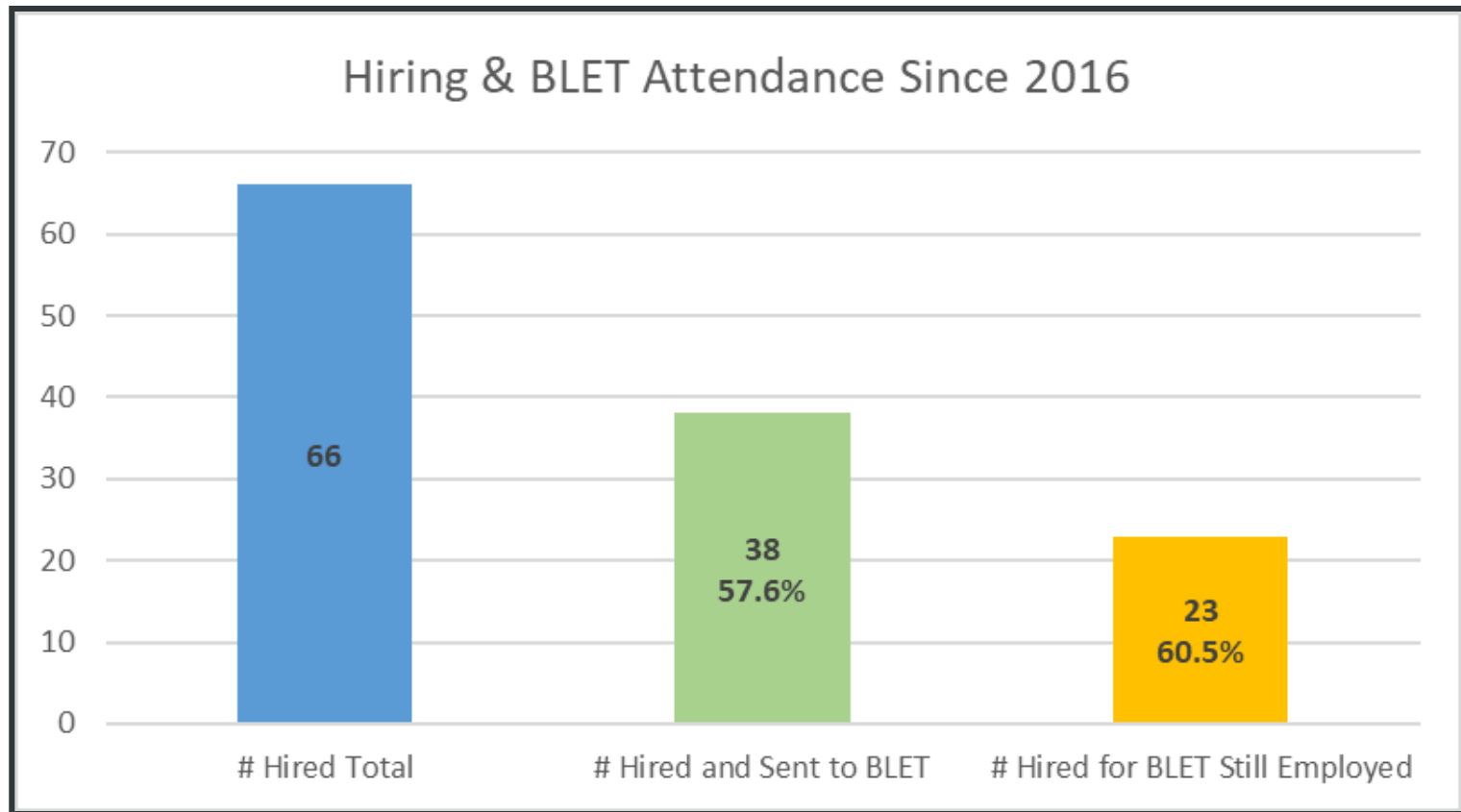
A turnover rate of 14-15% is one officer per month, 2021 is one track to be 1.5 officers per month which would translate to a turnover rate of 20%+

Bureau of Justice Statistics Annual LEMAS Survey: National Turnover Rate for LEO = 10.8%

Citation: Schuck, Amie M, and Rabe-Hemp, Cara E. "Investing in People: Salary and Turnover in Policing." Policing: An International Journal of Police Strategies & Management 41.1 (2018): 113-28.

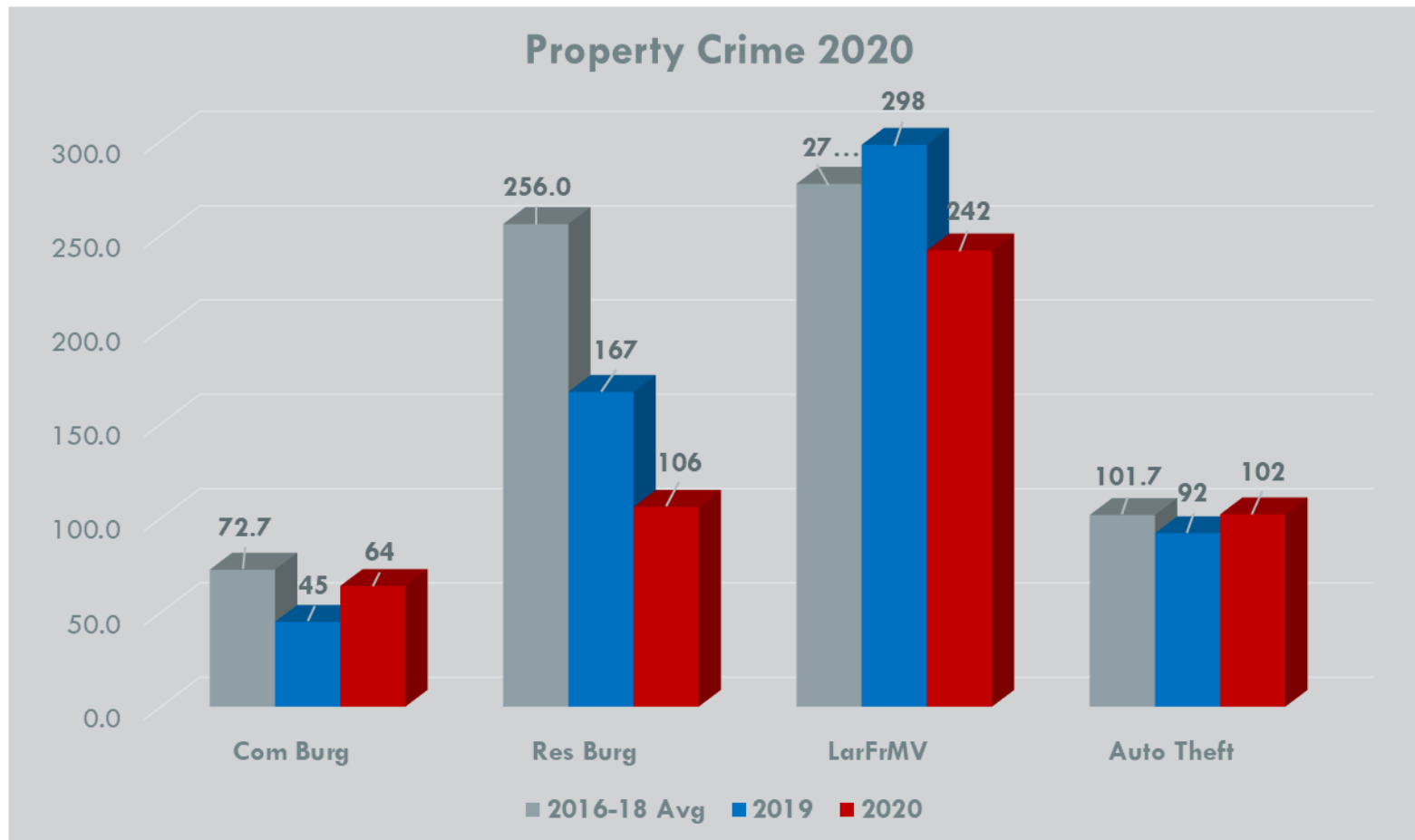


# Staffing History Since 2016





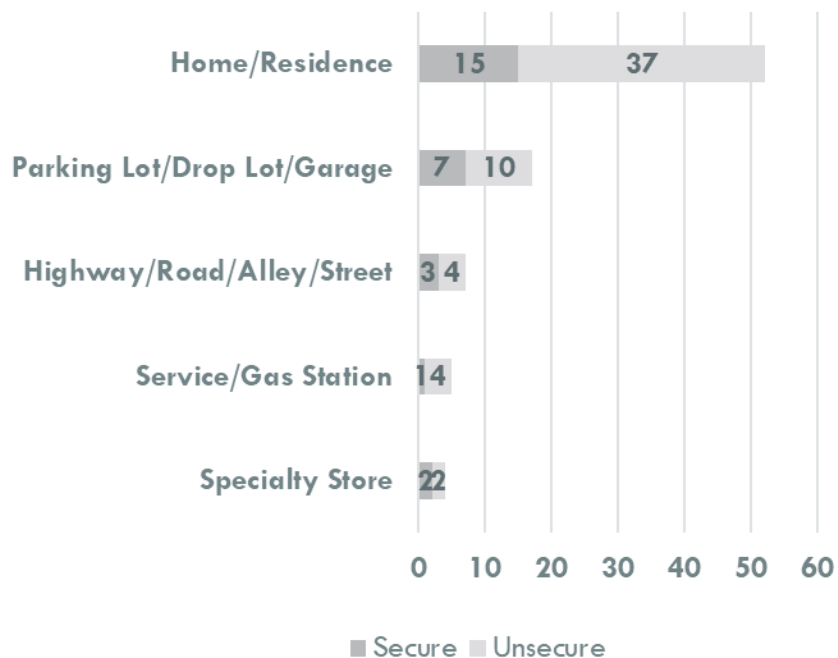
# Property Crime 2020





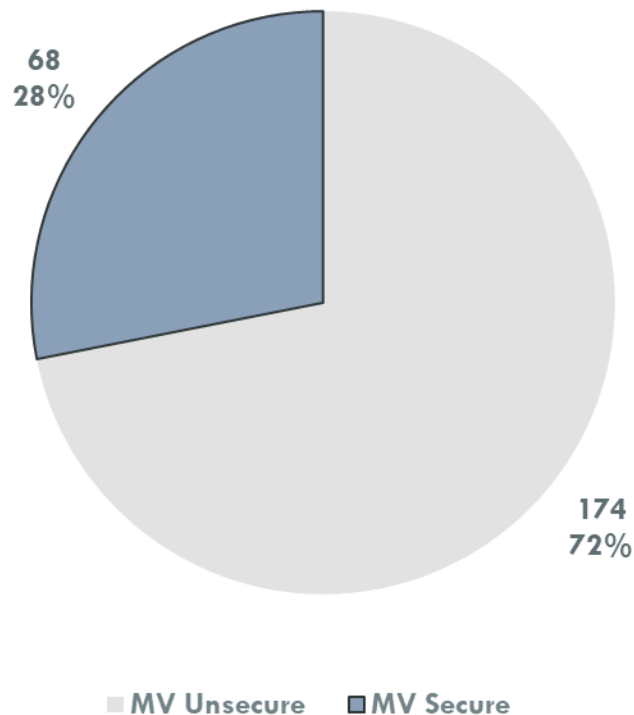
# Property Crimes

Top 5 Premises for Theft from Motor Vehicle(2020)

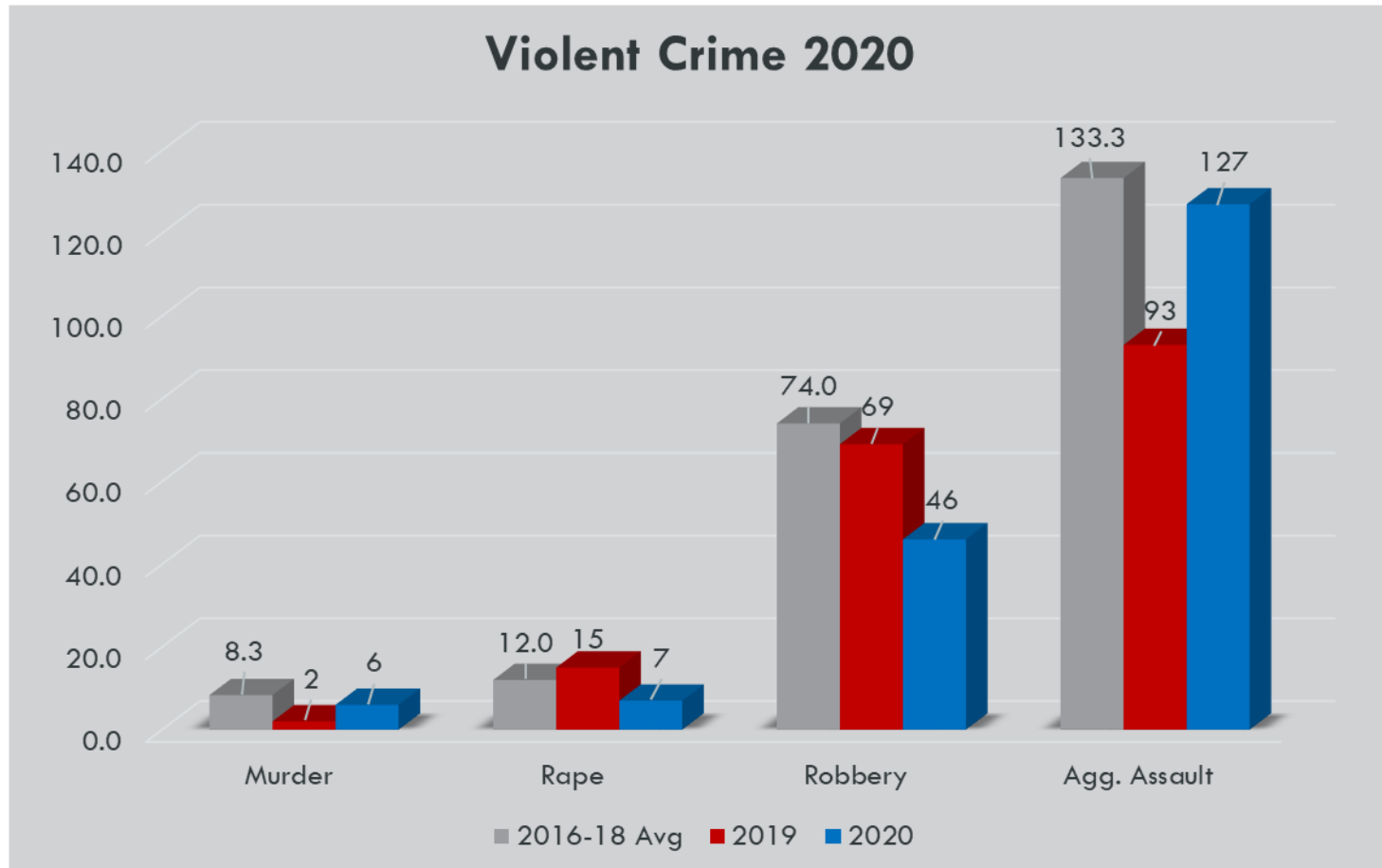


80.95% of MVT and Theft of Other Vehicle occurred in these premises in 2020

Theft from Motor Vehicle (2020)

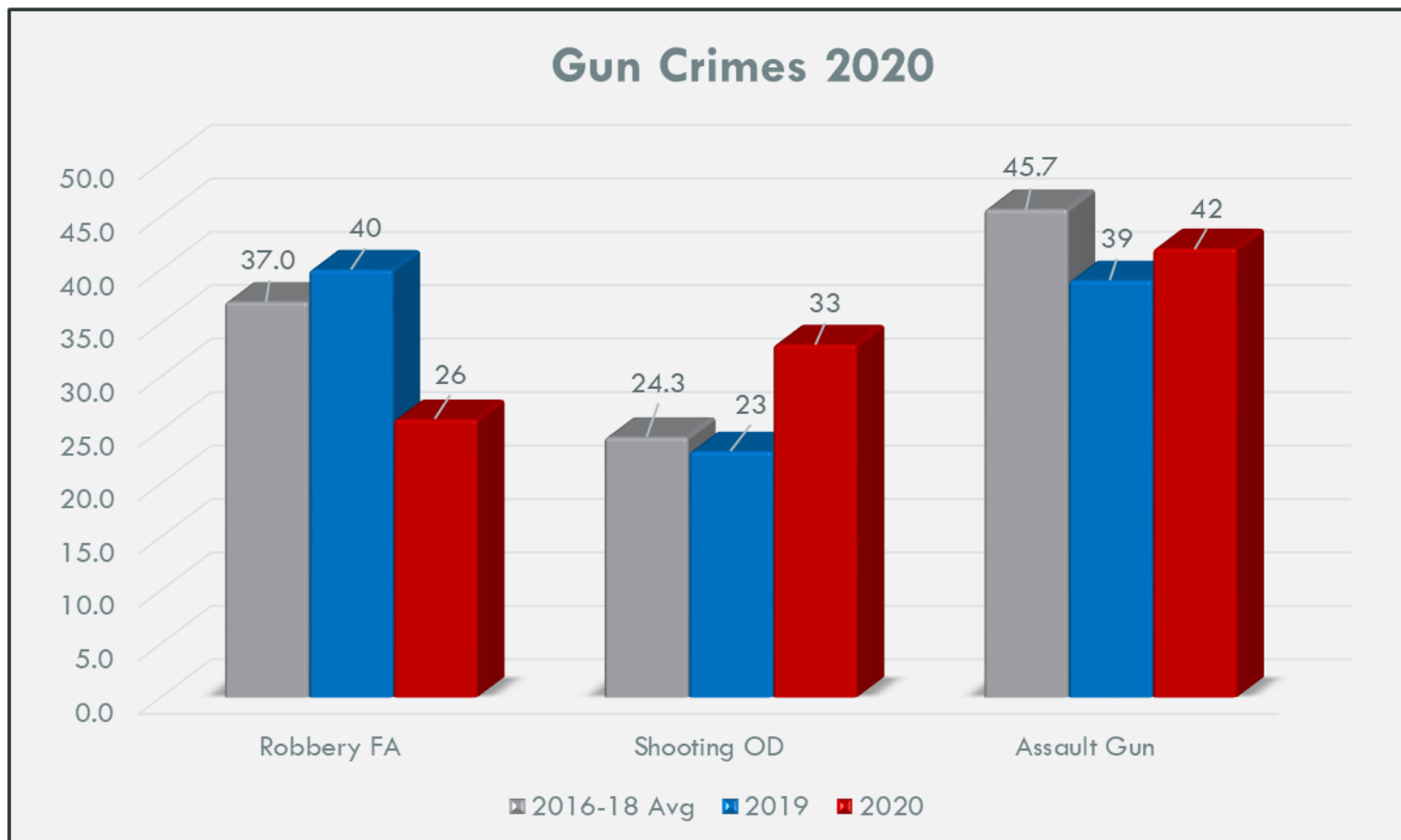


# Violent Crimes 2020



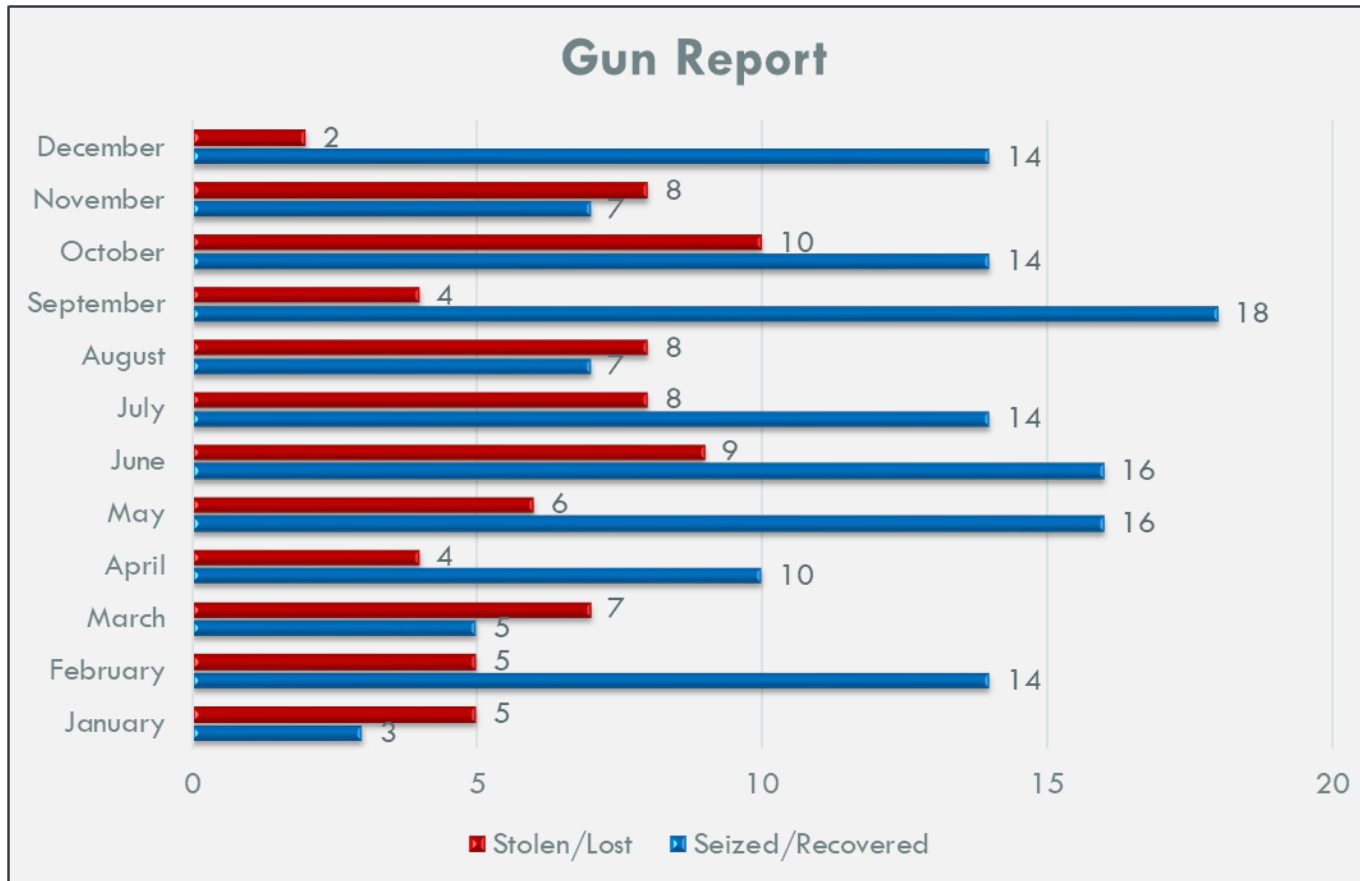


# Violent Crime – Gun Crimes





# Stolen vs Recovered Guns 2020



TOTAL Guns

Stolen: 76

Recovered:

138

# Property Crime 2021 YTD

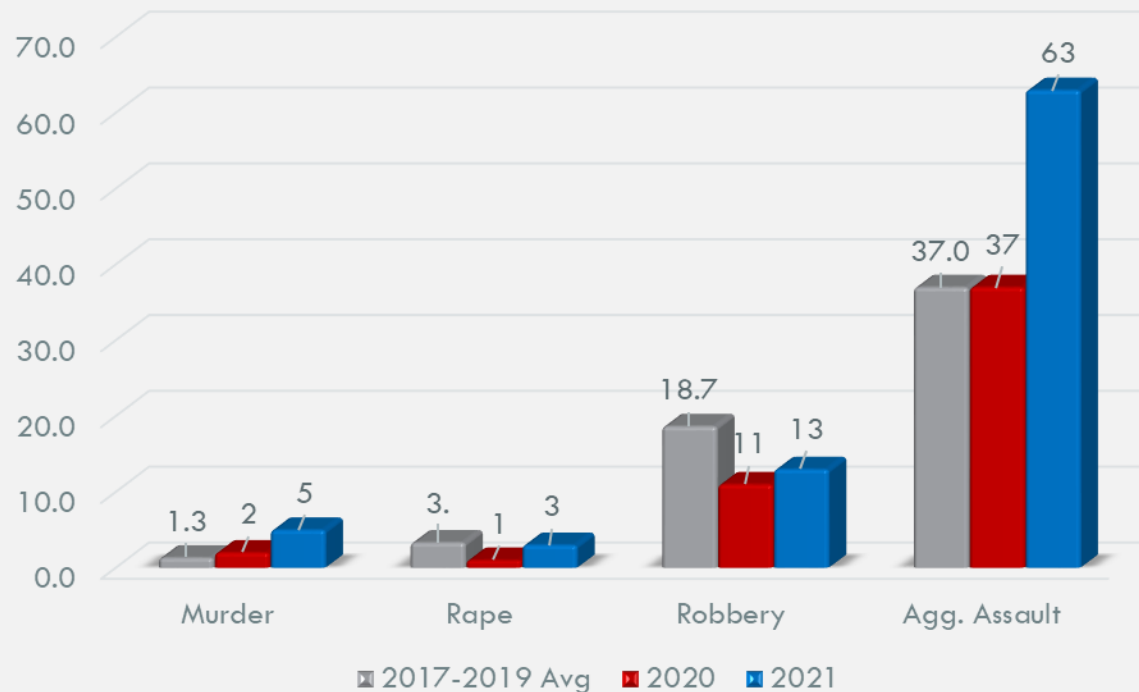


	2020	2021	% Change
Residential Burglary	29	57	<b>+97%</b>
Commercial Burglary	27	13	<b>-52.0%</b>
Motor Vehicle Theft	29	33	<b>+14%</b>
Larceny	276	283	<b>+3%</b>
Larceny from MV	87	73	<b>-16%</b>
Arson	3	2	<b>-33%</b>
Total	451	461	<b>+2%</b>

# Violent Crime 2021 YTD

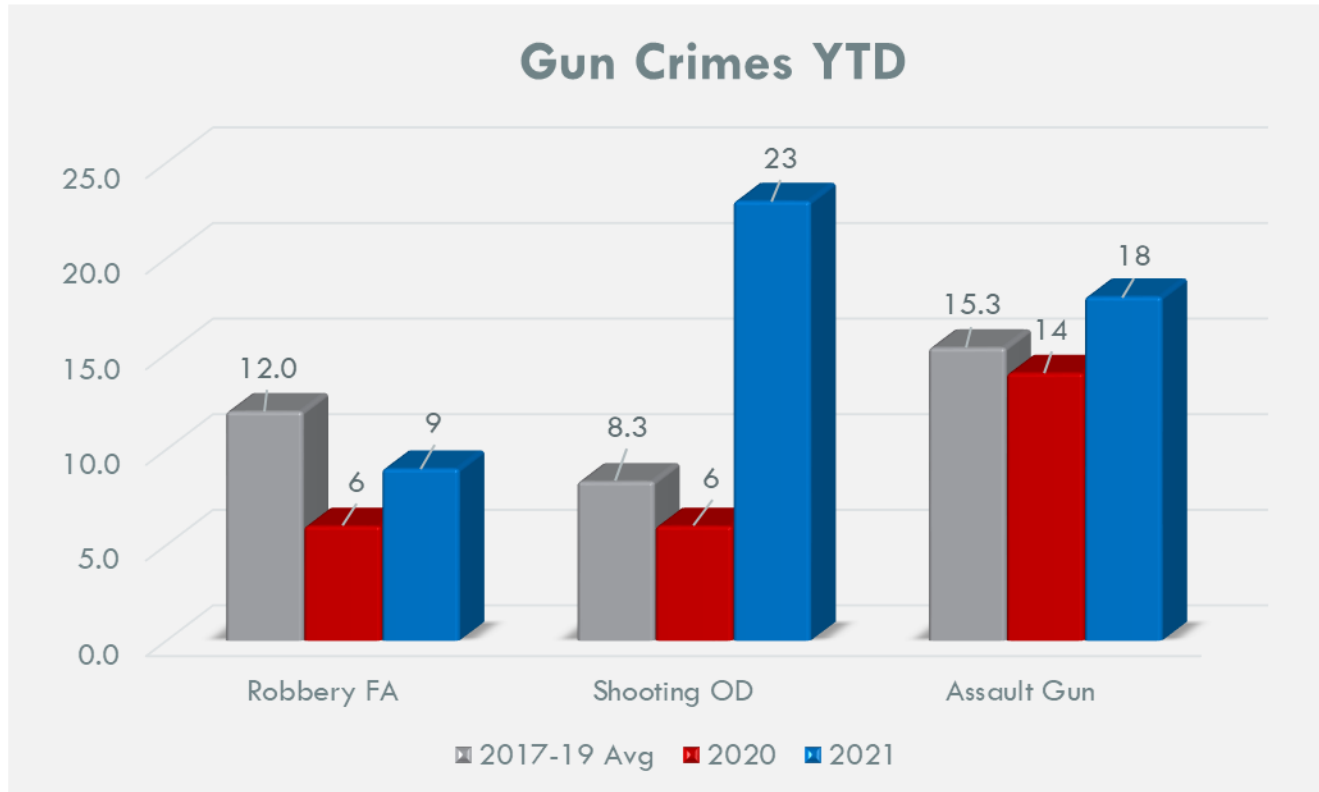


## Year to Date – April 2021

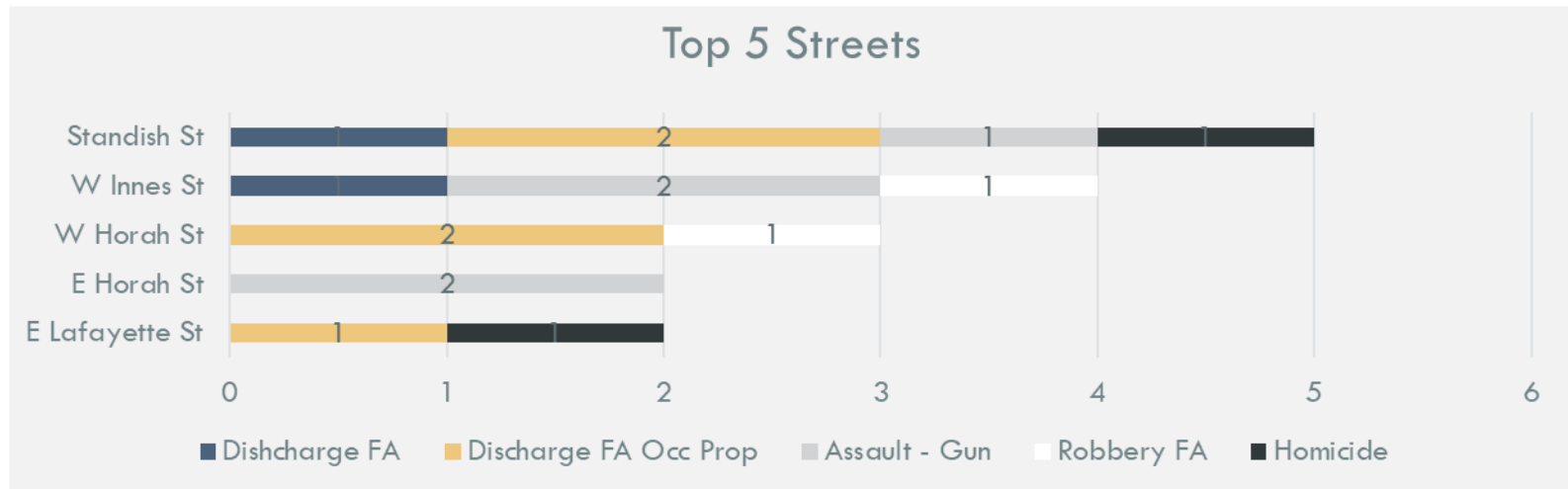




# Violent Crime – Gun Crimes



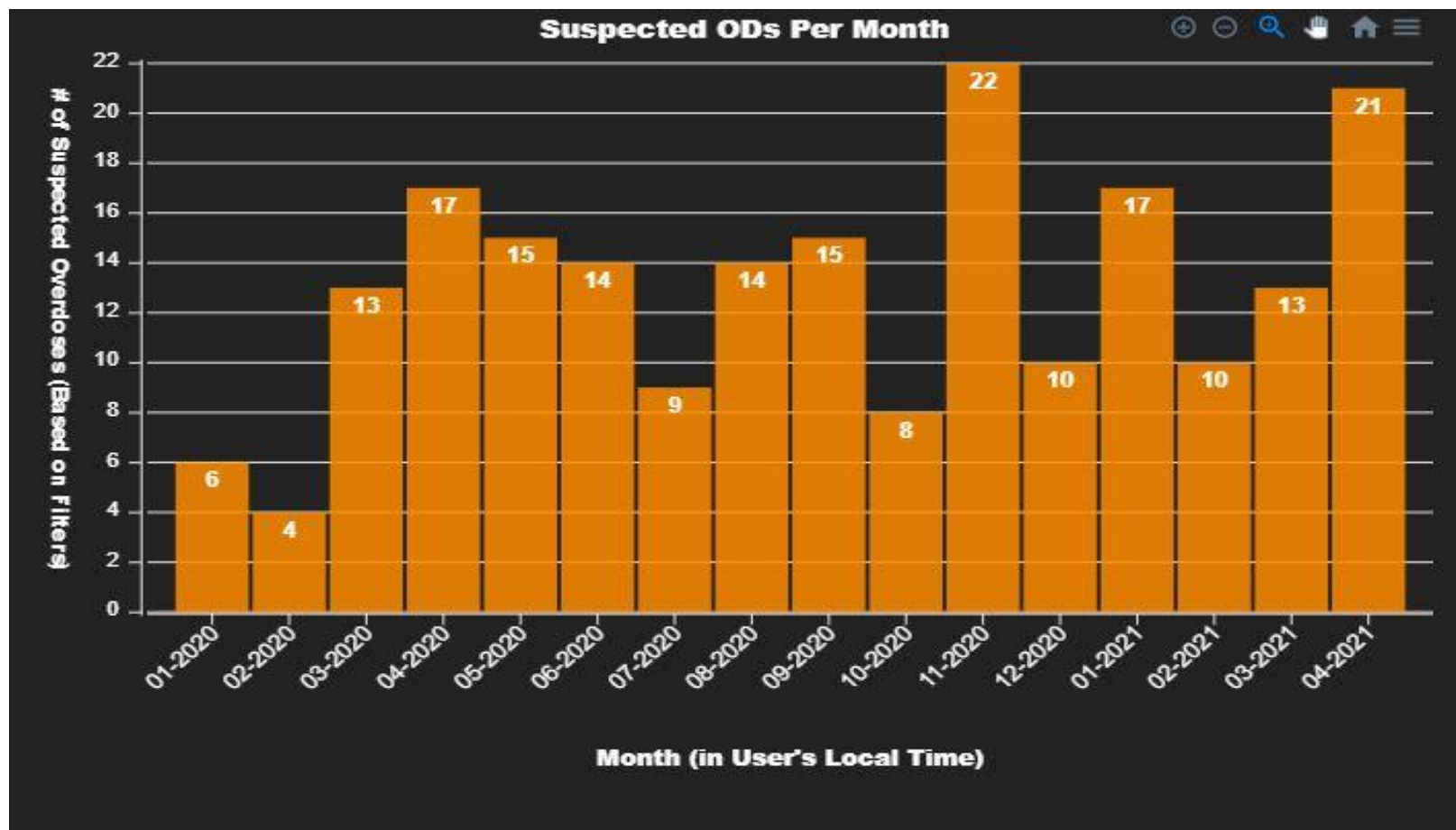
# Top 5 Streets for Gun Crime



Block Range	Street Name
1400-1600	Standish St
1500-1900	W Innes St
900-1100	W Horah St
200-400	E Horah St
800-1000	E Lafayette St

Gun Crime Charges: all other discharge firearm, shooting into occupied property, assault-gun, robbery-firearm, homicide.

# Overdose Totals by Month





# Selected SPD Accomplishments Since 2016

Department of Justice, Public Safety Partnership. Policy and Procedure Review of agency crime response. Selected as a case study location. Will be applying for a second engagement in 2021.

CALEA accreditation achieved in 2016 and 2020. Policy and procedure review of all agency policy, requiring proof of adherence to policy, and must meet or exceed national standards.

Victim services have been significantly improved with the creation of a Victim Advocate position and partnership with the Family Crisis Council who are housed in the SPD building.

Grant funding:

- SPI grant for \$500,000

- Homeless Liaison for \$270,000

- Duke Energy Grant for \$25,000

- United Way Opioid Response \$97,000

Annual Grants

- Body Armor amount varies year to year – matches PD expenditure

- Multiple Blanche & Julian Robertson Foundation grants received totaling \$30,000

- Two Walmart grants totaling \$3,800



# Selected SPD Accomplishments Since 2016

PSN revamp and UNC-G Violent Incident Review – assessed our PSN program.

## Specific Training:

- Dolan Group Verbal De-escalation

- Many officers Crisis Intervention Team trained

- Fair & Impartial Policing

- LGBTQ awareness

- Integrated Communications Assessment Tactics (ICAT) – de-escalation tactics

- Procedural Justice starts in late May

- Eight officers received their law enforcement instructor certification to facilitate internal training programs. Several working toward specialized training certifications.

Police Foundation has been formed with a board and 501c3 designation pending approval by the IRS. This organization was formed with the assistance of the Blanche & Julian Robertson Foundation who provided guidance (Jason Walser) and seed money to get us started. The foundation should be in a position to accept donations around June, 2021.



# Current or Completed Processes Improvements

Currently in a policy development and review process for response to demonstrations and unlawful assemblies with the US DOJ Collaborative Reform Initiative, Technical Assistance Center (CRI-TAC).

National Police Work Dog Association will be providing a review and assessment of K9 program and policy through the NC Association of Chiefs of Police

NC Association of Chiefs of Police will be providing assistance reviewing and assessing agency policy on discipline and promotion.

WPR Consulting is completing a assessment of internal diversity and inclusion within SPD and will be submitting a report to Chief and City Manager with a public report to Council.

Completed an SOG officer wellness assessment regarding stress from pandemic, police reform, and handling demonstrations/riots

# Selected Advisory Board Achievements



## Policy Review:

- Citywide Camera System
- Vehicle Pursuit
- Disciplinary System
- Promotional Process
- Use of Force

## Event Reviews:

- Multi Victim Shooting Response – Thelma’s Restaurant
- Demonstration and Unlawful Assembly Response

## Promotional Process:

- Deputy Chief
- Captain
- Lieutenant

Currently developing objectives and goals to facilitate and improved SPD community engagement in 2020-2021

# Force Applications by SPD – Data Issue



IA Pro and Blue Team

Software purchased in 2000 – proprietary with limited ability to analyze data.

Tracks many administrative matters for SPD such as force applications, vehicle pursuits, discipline, grievances, etc.

Has an Early Warning System

Never updated due to cost, three updates since purchased

This report required hand reviewing each incident and cross verifying the data, result was report generated by the system didn't always match the data entered.

Annual Report on website for 2019:

Force applications in 2015 – 80	Review showed 78
2016 – 90	Review showed 91
2017 – 88	Review showed 87
2018 – 51	Review showed 50
2019 – 48	Review showed 49

Still shows a decline in numbers.



# Force Applications by SPD



## Officer Involved Shootings 2016-2021

### **2016**

1. Suspect shooting toward officer from a distance, an officer returned fire, no one struck  
Suspect BM
2. Suspect fired at an officer during service of a search warrant, suspect shot  
Suspect BM

### **2017**

3. During the course of an arrest for narcotics offense, suspect drove toward a RCSO Deputy with intent to strike him, SPD officer fired at the vehicle, no one injured  
Suspect WM
4. Suspect wanted for murder and armed with a pistol ran from officers, officers fired at the suspect, no one injured  
Suspect BM
5. Suspect robbed a bank then hijacked a car (shooting two people) and was chased by officers. Upon wrecking, the suspect fired at an officer, officers returned fire and struck the suspect  
Suspect BM

# Force Applications by SPD



Officer Involved Shootings 2016-2021

**2018**

6. Suspect robbed a bank, fled from officers, stopped and stabbed a citizen then turned the knife toward pursuing officers. Taser used but was ineffective, suspect was then shot by an officer.

Suspect BM

7. Suspect attempted to rob a grocery store at closing, held employees hostage at gun point. Suspect was shot by an officer.

Suspect Other M

No officer involved shootings since 2018

# Force Applications by SPD 2015



2015	WM	WF	BM	BF	HM	Unknown	Total
Firearm Discharge			1			1	2
ECW Discharge	7	4	19	1	1		32
Firearms/ECW Display							0
Baton							0
Chemical Weapons/OC Spray			1				1
Strike/Kick	1						1
Physical Force	17	2	14	7	2		42
Stop Sticks							0
Total	25	6	35	8	3	1	78
Suspect Injury Minor	7		4	1			12
Percentage	28.0%	0.0%	11.4%	12.5%	0.0%	0.0%	51.9%
Suspect Injury Significant	0	0	0	0	0	0	0
Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0
Arrests	705	567	990	403	30	0	2695
Percentage	3.5%	1.1%	3.5%	2.0%	10.0%	0.0%	2.9%

No tracking of display of weapons, no supervisory review

# Force Applications by SPD 2016



2016	WM	WF	BM	BF	HM	Unknown	Total
Firearm Discharge			2				2
ECW Discharge	4	1	7				12
Firearms/ECW Display	2		8				10
Baton	1			1			2
Chemical Weapons/OC Spray	1	1	1	1		3	7
Strike/Kick	2						2
Physical Force	11	4	30	8	2		55
Stop Sticks							0
Total	21	6	48	10	2	3	90
Suspect Injury Minor	2		13		1		16
Percentage	9.5%	0.0%	27.1%	0.0%	50.0%	0.0%	17.8%
Suspect Injury Significant	0	0	1	0	0	0	1
Percentage	0.0%	0.0%	2.1%	0.0%	0.0%	0.0%	1.1%
Arrests	752	621	788	354	33		2548
Percentage	2.8%	1.0%	6.1%	2.8%	6.1%		3.5%

Limited tracking of display of weapons, no supervisory review

# Force Applications by SPD 2017



2017	WM	WF	BM	BF	HM	HF	Unknown	Total
Firearm Discharge	1		2					3
ECW Discharge	5		4					9
Firearms/ECW Display	6		7					13
Baton								0
Chemical Weapons/OC Spray			5					5
Strike/Kick	1							1
Physical Force	16	4	26	5	2	1		54
Stop Sticks							2	2
Total	29	4	44	5	2	1	2	87
Suspect Injury Minor	6	1	7					14
Percentage	20.7%	25.0%	15.9%	0.0%	0.0%	0.0%	0.0%	16.1%
Suspect Injury Significant			1			0		1
Percentage	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	1.1%
Arrests	494	380	617	255	18	8		1772
Percentage	5.9%	1.1%	7.1%	2.0%	11.1%	12.5%		4.9%
Show of Force ECW	1	1						2
Show of Force Firearm	4		7	2				13

Began closer tracking of display of weapons, implemented supervisory review in October 2017.

# Force Applications by SPD 2018



	2018	WM	WF	BM	BF	HM	OM	Unknown	Total
Firearm Discharge				1			1		2
ECW Discharge		1		9					10
Firearms/ECW Display		1							1
Baton									0
Chemical Weapons/OC Spray								1	1
Strike/Kick		1							1
Physical Force		7	2	16	7				32
Stop Stick				3					3
Total		10	2	29	7	0	1	1	50
Suspect Injury Minor		2		5	4				11
Percentage		20.0%	0.0%	17.2%	57.1%	0.0%		0.0%	22.0%
Suspect Injury Significant				1			1		2
Percentage		0.0%	0.0%	3.4%	0.0%	0.0%		0.0%	0.04
Arrests		376	250	651	221	36			1534
Percentage		2.7%	0.8%	4.5%	3.2%	0.0%			3.3%
Show of Force ECW		4		4					8
Show of Force Firearm		5	1	17		2			25

# Force Applications by SPD 2019



	2019	WM	WF	BM	BF	HM	Total
Firearm Discharge							0
ECW Discharge		1		14			15
Firearms/ECW Display							0
Baton							0
Chemical Weapons/OC Spray							0
Strike/Kick							0
Physical Force		8		16	9	1	34
Stop Stick							0
Total		9	0	30	9	1	49
Suspect Injury Minor		4		9	2	1	16
Percentage		44.4%	0.0%	30.0%	22.2%	100.0%	47.1%
Suspect Injury Significant							0
Percentage		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Arrests		511	313	836	248	52	1960
Percentage		1.8%	0.0%	3.6%	3.6%	1.9%	2.5%
Show of Force ECW		1		1			2
Show of Force Firearm		2	2	21	2		27

# Force Applications by SPD 2020



	2020	WM	WF	BM	HM	Unknown	Total
Firearm Discharge							0
ECW Discharge				3	1		4
Firearms/ECW Display							0
Baton							0
Chemical Weapons/OC Spray			1			1	2
Strike/Kick							0
Physical Force		4		8	1		13
Spike Strip		1		1			2
Total		5	1	12	2	1	21
Suspect Injury Minor		1		3			4
Percentage		20.0%	0.0%	25.0%	0.0%	0.0%	19.0%
Suspect Injury Significant							0
Percentage		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Arrests		447	315	678	56		1496
Percentage		1.1%	0.3%	1.8%	3.6%		1.4%
Show of Force ECW		1		2			3
Show of Force Firearm				8	1		9



# Force Applications by SPD 2021



	2021	WM	BM	Total
Firearm Discharge				0
ECW Discharge				0
Firearms/ECW Display				0
Baton			1	1
Chemical Weapons/OC Spray			1	1
Strike/Kick				0
Physical Force		1		1
Stop Sticks		2		2
Total		3	2	5
Suspect Injury Minor			1	1
Percentage		0.0%	50.0%	20.0%
Suspect Injury Significant				0
Percentage		0.0%	0.0%	0.0%
Arrests		172	203	375
Percentage		1.7%	1.0%	1.3%
Show of Force ECW				
Show of Force Firearm			4	

# Questions

